

Office Memorandum • UNITED STATES GOVERNMENT**TO :** Chief, Management Staff**DATE:** SEP 26 1957**FROM :** Chief, O&M Staff, DD/P Area**SUBJECT:** Kilian Committee Report for the Period 1 May through 18 September 1957

1. As you requested there follows the proposed submission to the Kilian Committee on the activities of the O & M Staff, DD/P Area:

a. Revisions in the Tables of Organization for units within the DD/P Area continue to require a major part of the staff's effort. There were 24 major changes in the Tables of Organization and 106 minor changes. For this report a minor change involved ten or fewer employees. In general, this contributed such improvements as developing consistent organizational titles; shortening the lines of authority and communication and combining like functions.

At least four requests for additional personnel were denied by the O & M Staff and in each case changes in work flow, realignment of duties, or a re-appraisal of the need for additional positions was successfully presented as an alternate to the request for an increase in staff.

b. The following O & M Studies were completed:

(1) Support Burden of Small Field Stations. Recommendations were provided for the relief from administrative support burden for three-man field stations. The DD/S support elements were asked to eliminate specific areas of work; to provide administrative assistants to certain stations and to provide additional assistance to support personnel assigned to small stations.

(2) Manpower Needs of the Cable Secretariat. The Cable Secretariat believed that additional personnel were necessary in order for them to carry out their responsibilities. This study was directed to increasing the number of productive man hours available without an increase in their present ceiling. The recommendations which were made and implemented were the following:

- (a) Conversion from rotating to straight shifts;
- (b) The use of a part time work force as a temporary measure when recruiting is difficult;
- (c) Recruiting in the field, with shift work a condition of employment, in order to maintain a high on-board count of employees within the current ceiling;

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- (d) Periodic submission of production reports and the establishment of production standards for employees;
- (e) Clarification of certain organizational alignments and lines of command.

An emergency staffing procedure was also developed for use in meeting unusual demands of a temporary nature.

(3) Extension of the Document Indicator System. This system employed in the DD/P Area was evaluated and the use extended to include those documents which originate in the DD/S Area. The procedures for the implementation were developed and installed by this staff.

(4) O & M Studies in the Records Integration Division. At the request of the Chief of Records Integration we resumed the Organization and Management study in the Typing Section. The recommendations involved changes in the organization structure; improvements in supervisory practices and alterations in the reporting structure. All recommendations were accepted and installed by the Chief of RI. The management study of RI organizations is continuing and is being coordinated with the newly appointed Records Policy Officer of DD/P.

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